

**Leading  
the Pack on  
Gender-Based  
Violence**

*An Exercise on  
Leadership*



MANITOBA ASSOCIATION  
OF WOMEN'S SHELTERS



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# **Leading the Pack: Scenario One**



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OF WOMEN'S SHELTERS

Sam comes to your office and confides that they are experiencing workplace harassment, but they don't know where to start and how to address it or if there is a policy.

# **Scenario One: Initial, Secondary, Long-Term Response**



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OF WOMEN'S SHELTERS

Make sure there is an up-to-date, accessible and detailed policy available.

Provide this policy to Sam. Ensure accessible reporting mechanisms are up-to-date. Provide an immediate response through an impartial investigation. Provide Sam with victim support resources. Maintain Sam's confidentiality, if applicable. Inform Sam of their rights for confidentiality and its limits (threat/disclosure of harm to others, active suicidal ideations, threat/disclosure of harm to children/minors or those incapacitated). Speak with the employee accused of harassment (have HR present if needed), with Sam's consent. When meeting with the accused, do not divulge details shared with you by Sam. Outline the general situation and ask for their response.

# **Scenario One: Initial, Secondary, Long-Term Response**



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OF WOMEN'S SHELTERS

Inform Sam of the need to make an official report with HR (if mandatory, based on the information disclosed and the business's policies and procedures) and invite Sam to make the report or to be a part of the process with you.

# **Scenario One: Initial, Secondary, Long-Term Response**



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OF WOMEN'S SHELTERS

Review employee training and ensure regular training is available on concepts such as GBV, GBV in the workplace, cultural humility, what respectful relationships look like, and how to report GBV in the workplace.

Review leadership training and ensure regular training is made available to leadership on the above topics as well as on leadership skills and cultivating a respectful work environment.

# **Scenario One: Initial, Secondary, Long-Term Response**



MANITOBA ASSOCIATION  
OF WOMEN'S SHELTERS

Start a GBV in the workplace Steering Committee to schedule training opportunities, ensure policies and procedures are up-to-date and being followed, and to establish a point of contact/ advocate employees are aware of and feel safe to speak to on the matter.



# **Leading the Pack: Scenario Two**



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OF WOMEN'S SHELTERS

Sam comes to your office for a second time this week.

They have reviewed the policy and have contacted HR and one of the victim services resources you provided. They insist that although there is an investigation, the employee being investigated is now getting other employees to harass them and they don't know what to do.

# **Scenario Two: Initial, Secondary, Long-Term Response**



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OF WOMEN'S SHELTERS

Ask your employee to keep records of all harassment.

Ask your employee to immediately take time (provide private space if needed) to write down what is currently happening so that you can forward this information to the person in charge of the impartial investigation. Once this information has been written and provided to you, make the investigative team/person aware of this new information.

# **Scenario Two: Initial, Secondary, Long-Term Response**



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OF WOMEN'S SHELTERS

Call an ad-hoc meeting (if the investigation allows) to discuss violence in the workplace. If this is not possible due to the investigation, send out resources to your team that speak to GBV in the workplace.

# **Scenario Two: Initial, Secondary, Long-Term Response**



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OF WOMEN'S SHELTERS

Look into options  
for the employee  
being harassed to  
take time off without  
consequences.

# **Scenario Two: Initial, Secondary, Long-Term Response**



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OF WOMEN'S SHELTERS

Look into options  
for upcoming  
teambuilding  
exercises and  
workshops.

# **Scenario Two: Initial, Secondary, Long-Term Response**



MANITOBA ASSOCIATION  
OF WOMEN'S SHELTERS

Put a system in place to ensure employees receive regular training on concepts such as GBV, GBV in the workplace, cultural humility, what respectful relationships look like, and how to report GBV in the workplace.

# **Scenario Two: Initial, Secondary, Long-Term Response**



MANITOBA ASSOCIATION  
OF WOMEN'S SHELTERS

Put a system in place to ensure leadership receive regular training on the above topics as well as on leadership skills and cultivating a respectful work environment.



# **Leading the Pack: Scenario Three**



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OF WOMEN'S SHELTERS

Sam comes to your office because they are being harassed again by the same individual, only this time the employee is behaving in ways that they perceive to illustrate an increase in aggression. It has been 3 months since an incident. Because an investigation was done and the result was inconclusive, no actions were taken against the employee, or Sam. Sam has loss confidence in the procedures to address GBV and does not want things to escalate and asks that you do not proceed with an investigation.

# **Scenario Three: Initial, Secondary, Long-Term Response**



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OF WOMEN'S SHELTERS

Let Sam know that you do have to report this to HR and give them the option to be a part of that meeting. Let Sam know that without their consent, you will not follow up with an investigation.

Encourage Sam to report any harassment that happens in the workplace and let Sam know that they can change their minds on having an investigation while harassment is active.

Encourage Sam to document instances of harassment in case they decide to pursue further in future. Provide up-to-date victim support resources to Sam.

# **Scenario Three: Initial, Secondary, Long-Term Response**



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OF WOMEN'S SHELTERS

If there are no upcoming trainings within the next 30 days being offered on GBV, GBV in the workplace, respectful relationships, etc., look for training to provide to all employees within 30 days of Sam's most recent report.

# **Scenario Three: Initial, Secondary, Long-Term Response**



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Call an ad-hoc meeting  
(if you feel you have the  
capacity to respond to  
questions and concerns)  
to discuss violence in  
the workplace.

# **Scenario Three: Initial, Secondary, Long-Term Response**



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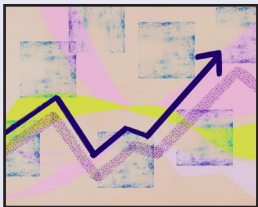
Tighten policies and procedures to ensure there are as effective as possible. Collaborate with your team on the policies and procedures to ensure there is buy-in and to promote accountability and transparency.

# **Scenario Three: Initial, Secondary, Long-Term Response**



MANITOBA ASSOCIATION  
OF WOMEN'S SHELTERS

Put a system in place to ensure leadership receive regular training on the above topics as well as on leadership skills, conflict de-escalation and cultivating a respectful work environment.



# **Leading the Pack: Scenario Four**



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OF WOMEN'S SHELTERS

Angela asks to meet you in your office to discuss their colleague, Wendy. Angela reports that Wendy confided in Angela that they are experiencing violence at home from their spouse and teenage son. Angela often finds Wendy crying at their desk. When Angela asked Wendy why they hadn't been eating lunch lately, Wendy told Angela that they don't have an appetite due to stress. Angela feels very overwhelmed with all of this information and doesn't know what to do or how to help Wendy. Wendy has asked Angela not to tell anyone about what is going on. Angela considers Wendy to be a friend and does not want to hurt them.

# **Scenario Four: Initial, Secondary, Long-Term Response**



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OF WOMEN'S SHELTERS

Listen to Angela's story. Validate Angela's feelings of being overwhelmed and acknowledge how important their friendship and support is to Wendy. Inform Angela of their rights for confidentiality and its limits (threat/disclosure of harm to others, active suicidal ideations, threat/disclosure of harm to children/minors or those incapacitated, subpoena). Suggest Angela review the relevant policies and procedures and share them with Wendy, if comfortable. Provide Angela with supportive resources that they can access. Ask Angela to speak to HR to make an official report so that their information is documented in case it is needed in the future (depending on the policy, this practice may be mandatory).

# **Scenario Four: Initial, Secondary, Long-Term Response**



MANITOBA ASSOCIATION  
OF WOMEN'S SHELTERS

If there are no upcoming trainings within the next 30 days being offered on GBV, GBV in the workplace, respectful relationships, etc., look for training to provide to all employees within 30 days of Sam's most recent report.

# **Scenario Four: Initial, Secondary, Long-Term Response**



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If you have built a rapport with Wendy and your relationship allows, invite Wendy for an informal check-in over tea/coffee/refreshments. If you feel it makes sense in the moment, let Wendy know that you have noticed their visibly upset at work recently. Let Wendy know that they do not have to share anything with you but that your door is open if they ever want to talk. Before moving further with the conversation, inform Wendy of their rights for confidentiality and its limits (threat/disclosure of harm to others, active suicidal ideations, threat/disclosure of harm to children/minors or those incapacitated).

# **Scenario Four: Initial, Secondary, Long-Term Response**



MANITOBA ASSOCIATION  
OF WOMEN'S SHELTERS

Start a GBV in the workplace Steering Committee to schedule training opportunities, ensure policies and procedures are up-to-date and being followed, and to establish a point of contact/ advocate employees are aware of and feel safe to speak to on the matter.

# **Scenario Four: Initial, Secondary, Long-Term Response**



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If you have a good rapport with Wendy, encourage Wendy to join the Steering Committee.



# **Leading the Pack: Scenario Five**



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OF WOMEN'S SHELTERS

Wendy asks to meet in your office and reports that they are experiencing intimate partner violence at home which is impacting their work and ability to focus. Wendy apologizes and begs not to lose their job.

Wendy tells you they cannot afford to leave the relationship and are worried that they cannot afford to stay if their job is in jeopardy. Wendy reports feeling like it's just a matter of time before they get fired and says that if they lose their job, they have no reason to continue on.

# **Scenario Five: Initial, Secondary, Long-Term Response**



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Inform Wendy of their rights for confidentiality and its limits (threat/disclosure of harm to others, active suicidal ideations, threat/disclosure of harm to children/minors or those incapacitated). Ask Wendy to describe what she means by having “no reason to continue on.” Ask Wendy directly whether she is feeling suicidal/ having suicidal ideations. Provide Wendy with relevant resources based on what Wendy discloses.

# **Scenario Five: Initial, Secondary, Long-Term Response**



MANITOBA ASSOCIATION  
OF WOMEN'S SHELTERS

Encourage Wendy to speak with HR in case the situation escalates. Let Wendy know whether or not you will need to speak with police based on confidentiality laws and limitations. If you do need to speak with police, invite Wendy to be a part of that conversation. Validate Wendy's feelings and encourage Wendy to continue an open line of communication with you.

# **Scenario Five: Initial, Secondary, Long-Term Response**



MANITOBA ASSOCIATION  
OF WOMEN'S SHELTERS

Over the next few weeks, if you have built a rapport with Wendy and your relationship allows, invite Wendy for an informal check-in over tea/coffee/refreshments.

# **Scenario Five: Initial, Secondary, Long-Term Response**



MANITOBA ASSOCIATION  
OF WOMEN'S SHELTERS

If you haven't already, start a GBV in the workplace Steering Committee to schedule training opportunities, ensure policies and procedures are up-to-date and being followed, and to establish a point of contact/ advocate employees are aware of and feel safe to speak to on the matter.

# **Scenario Five: Initial, Secondary, Long-Term Response**



MANITOBA ASSOCIATION  
OF WOMEN'S SHELTERS

Put a system in place to ensure employees receive regular training on concepts such as GBV, GBV in the workplace, cultural humility, what respectful relationships look like, and how to report GBV in the workplace.

# **Scenario Five: Initial, Secondary, Long-Term Response**



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Put a system in place to ensure leadership receive regular training on the above topics as well as on leadership skills and cultivating a respectful work environment.

# **Alternative Approach: Initial, Secondary, Long-Term Response**



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# **Alternative Approach: Initial, Secondary, Long-Term Response**



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# **Alternative Approach: Initial, Secondary, Long-Term Response**



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**Developed by**

**Manitoba Association  
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Women's Shelters Inc.**



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